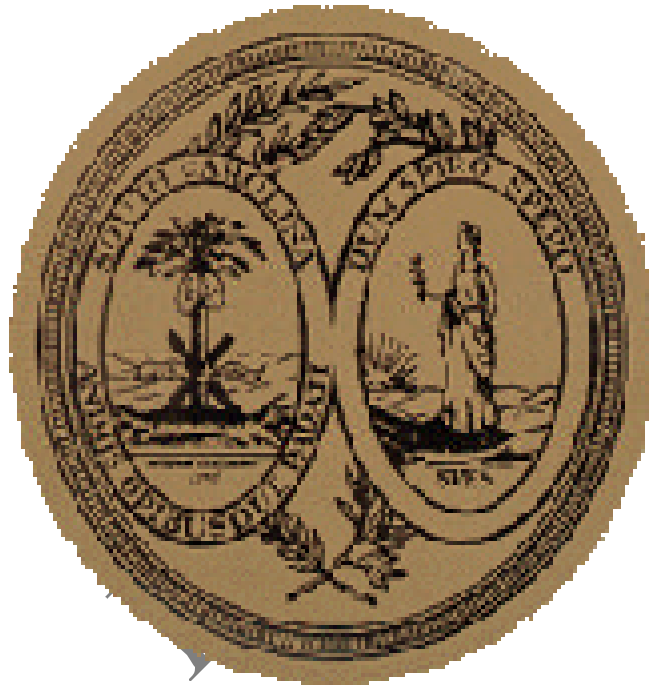


# *State of South Carolina*



## **Information Technology Strategic Plan**

**April 2005**

**Version 1.4**

## **MISSION**

Through increased cross-agency information sharing, expanded resource coordination and the development of a formalized process for prioritizing enterprise information technology (IT) investments, agencies will be able to leverage information technology to deliver high quality, efficient services for citizens and constituents.

## **VISION**

The State of South Carolina's Information Technology vision is to be a recognized leader in the use of technology to deliver cost effective services desired by citizens, businesses and government organizations, while maximizing constituent participation in the government process.

## **PRINCIPLES**

The State of South Carolina will strive to:

- Use IT to bring citizens and businesses closer to their state government
- Make IT a key element of the business strategy of the State
- Make IT a business-driven and not a technology-driven activity based on value
- Balance leadership of IT directions between benefits of scale achieved through enterprise activity and mission-specific requirements of individual organizations
- Use IT to support business requirements and to achieve cost reductions through more effective and efficient use of IT resources
- Drive constant year-to-year operational productivity improvements through monitoring against best-in-class IT benchmarks
- Foster both simplicity and flexibility throughout the technology environment
- Incorporate collaboration across agencies that will reduce redundant effort, encourage knowledge-sharing and exploit centers of expertise
- Develop training programs and clear career paths for all IT staff, encouraging education on emerging technologies

## KEY RESULT AREAS

The State of South Carolina recognizes that information technology (IT) is one of the fastest growing investment areas for State agencies, and also holds great possibilities for dramatically changing the way government delivers services to its citizens and constituents. Recognizing the State's need to take a coordinated approach to technology investments, South Carolina's program and information technology executives came together for a series of planning sessions from October through December of 2004. During these planning sessions, the State's leadership identified five primary areas to focus on in the next four years. For each of these key result areas, the group identified objectives and action items, detailing the steps necessary for South Carolina to achieve its goal of utilizing technology to enhance service delivery and drive government efficiency. The primary key result areas are as follows:

1. ***Continuously Improve Citizen and Constituent Services*** – Information technology shall be used to support the business mission and objectives of state agencies, to provide a consistent view of the State to citizens and constituents, and to obtain enterprise efficiencies through the promotion of self-service.
2. ***Accurately Collect, Maintain and Exchange Information*** - Through increased information sharing, State agencies will be able to better coordinate service delivery, empower employees and provide citizens and constituents with access to a larger number of service offerings that better meets their needs.
3. ***Actively Manage Information Technology Resources and Infrastructure*** – The State of South Carolina will increasingly seek to enhance business practices supported by a state-of-the-art technical infrastructure in an effort to provide exceptional services for citizens, constituents and employees. The State of South Carolina will also continuously assess compensation, retention and other IT resource issues to include the facilitation of cross-agency IT resource utilization, where appropriate.
4. ***Coordinate Information Technology Investments*** – The State of South Carolina will optimize technology investments through improved coordination and standardization of processes for articulating the value of IT to stakeholders, and by providing the Legislature and other key leaders with a mechanism for identifying the State's best investment options.
5. ***Secure the State's Information and Resources*** - The State of South Carolina will ensure that information technology is operated and maintained in a secure, reliable and sustainable environment that is in compliance with South Carolina's statutes, policies and regulations. IT will be utilized to protect the State's physical and cyber assets.

### ***Continuously Improve Customer and Constituent Services***

Information technology shall be used to support the business mission and objectives of state agencies, to provide a consistent view of the State to citizens and constituents, and to obtain enterprise efficiencies through the promotion of self-service.

Customer and Constituent Services Objectives include to:

*Objective 1.1 - Reduce processing and operational costs of state agencies through the development of self-service initiatives for citizens and constituents.*

#### *Action Items:*

- 1.1.1 In FY 2006, the State CIO will survey state agencies to determine which business processes lend themselves to e-government applications and will provide improvements in service delivery and/or reductions in processing/operating costs.
- 1.1.2 Based upon this survey, the State will select and initiate new e-government offerings annually to increase the adoption of self-service by citizens and constituents, and to also increase the number of e-commerce transactions.
- 1.1.3 In FY 2007, the State will require new state contract vendors to submit invoices to state agencies for supplies, products and services in an electronic format to be defined and published by the Architecture Oversight Committee, and, in FY 2008, state vendors will be required to submit invoices for such supplies, products and services in this format.
- 1.1.4 The South Carolina Business One-Stop (SCBOS) will be continuously improved such that, by FY 2009, new businesses will be able to complete the necessary forms for compliance with South Carolina registration requirements and to make payments of all associated fees online.

*Objective 1.2 – Improve accessibility to the State’s Internet-based resources by disabled citizens and constituents.*

#### *Action Items:*

- 1.2.1 By July 2006, State agencies’ Internet sites shall be designed to be accessible, so that people with disabilities have access to online information, data, and services comparable to that accorded individuals who do not have disabilities in accordance with SC Enterprise Architecture policy.

- 1.2.2 By July 2008, State agencies' Intranet sites shall be designed to be accessible, so that employees with disabilities have access to online information, data, and services comparable to that accorded individuals who do not have disabilities in accordance with SC Enterprise Architecture policy.

### ***Accurately Collect, Maintain and Exchange Information***

Through increased information sharing, State agencies will be able to better coordinate service delivery, empower employees and provide citizens and constituents with access to a larger number of service offerings that better meets their needs.

Information/Data Exchange Objectives include to:

*Objective 2.1 – Establish enterprise standards to accurately collect, maintain and exchange information while protecting privacy and securing the public trust.*

#### ***Action Items:***

- 2.1.1 In FY 2006, the State CIO will establish an intergovernmental task force composed of executive, program and IT representatives to develop policies for the efficient collection, maintenance and exchange of information by state agencies and, where appropriate, with federal and local government partners.
- 2.1.2 In FY 2006, the intergovernmental task force will undertake a study to assess the types of information currently being exchanged, as well as the opportunities, critical issues, and barriers to increased information sharing.
- 2.1.3 In FY 2007, the task force will publish a report recommending actions to be taken at an enterprise level to resolve identified issues, such as statutory conflicts and data reliability, and to promote, expand and provide funding for inter-agency and intergovernmental data sharing that is consistent with state and federal statutes (i.e., HIPAA and security).
- 2.1.4 In FY 2007, the State will, where appropriate, identify “custodians” for statewide data elements (e.g. health care recipients) to promote the accurate and reliable collection of data by a single source and the exchange of such data with approved business partners.
- 2.1.5 In FY 2007, the State’s Architecture Oversight Committee will coordinate the development and publication of enterprise data management standards and topologies for the exchange of core level data, and will begin enforcing such standards and topologies through the IT Planning process.
- 2.1.6 In FY 2008, the State will review the policies established for the collection, maintenance and exchange of information (see 2.1.1 above) and identify additional opportunities to share data with federal and local government agencies to further increase efficiencies, analytical capabilities and constituent services.

*Objective 2.2 – Identify and eliminate the technical barriers to cross-agency coordination enabling employees to efficiently exchange information and to deliver/administer services across multiple state agencies.*

*Action Items:*

- 2.2.1 The State shall encourage and support the formalization of interagency service clusters (i.e., health care, criminal justice, court administration, GIS, etc.) that have as their goal coordinating, exchanging and improving the quality of information and services available to citizens and constituents. Such cross-agency service clusters shall include representation from all impacted state agencies and, where feasible, federal and local government agencies. Upon request, the State CIO (or a designee) will serve as an ex-officio and provide support staff for such efforts.
- 2.2.2 In FY 2006, the State will support the creation of a GIS Coordinating Council to coordinate the collection, use, availability and exchange of geospatial data by state, federal and local government agencies in South Carolina.
- 2.2.3 In FY 2007, cross-agency service clusters will develop and publish data architecture, interface standards, business processes and “best practices” for collecting, maintaining and exchanging information in accordance with existing State policy (see 2.1 above).
- 2.2.4 In FY 2007, interagency service clusters will be responsible for providing the Governor’s Office, the Legislature and the State CIO with a list of priorities for multi-agency initiatives (i.e., needed applications, systems, etc.) to be used in the evaluation and approval of IT Planning and Budget Requests.
- 2.2.5 In FY 2006, the State CIO will establish/expand programs (e.g. Virtual CIO) to assist smaller state agencies in assessing, planning, procuring and/or implementing information technology, and will provide a forum for these agencies to obtain and share information and experiences.

*Objective 2.3 – Establish an enterprise electronic directory to support the efficient exchange of information between employees and agencies.*

*Action Items:*

- 2.3.1 By January 1 2007, the State's Architecture Oversight Committee will assess and, if determined appropriate, approve and publish a standard directory mechanism for electronic communications across state agencies to allow statewide identification of any individual for electronic communications.
- 2.3.2 In FY 2007, the State will establish an enterprise directory for use by all state agencies.



### ***Actively Manage Information Technology Resources and Infrastructure***

The State of South Carolina will increasingly seek to enhance business practices supported by a state-of-the-art technical infrastructure in an effort to provide exceptional services for citizens, constituents and employees. The State of South Carolina will also continuously assess compensation, retention and other IT resource issues to include the facilitation of cross-agency IT resource utilization, where appropriate.

IT Resource Management Objectives include to:

*Objective 3.1 – Establish a baseline inventory of the State’s IT software, hardware, applications and infrastructure components.*

*Action Items:*

- 3.1.1 In FY 2006, the State CIO will establish an online inventory system to capture baseline information about the IT software, hardware, applications and infrastructure components currently in use within State agencies.
- 3.1.2 The online inventory system will be used by state agencies to update their IT inventory on an annual basis.

*Objective 3.2 – Partner with the private sector to improve the State’s IT infrastructure in those areas where it is unable to obtain an acceptable return on investment.*

*Action Items:*

- 3.2.1 In FY 2006, the State CIO will work with an advisory group to identify “targeted” costs for a low-cost, reliable, ubiquitous, statewide network that will serve the needs of all state agencies, and this advisory group will work with the State CIO in attempting to achieve these “targets.” One goal of this effort will be to enhance and modernize this network to meet the needs of all participating agencies.
- 3.2.2 In FY 2007, the State CIO will develop a methodology for benchmarking other state IT services and infrastructure components in an effort to provide a baseline for sourcing decisions, balancing comparative cost factors with the need to maintain the State’s capability in strategic core IT competencies.

*Objective 3.3 - Deliver a consistent view of South Carolina to employees, citizens and constituents by increasing cross-agency sharing and reducing redundant data capture.*

*Action Items:*

- 3.3.1 In FY 2006, the State CIO will establish a steering committee to oversee the development of a new enterprise portal with a priority of creating a consistent face of State government for citizens and constituents. The steering committee will be responsible for continually balancing the needs of state employees, citizens and constituents against the availability of services from state agencies and determine the sequence in which services will be made available via the portal.

*Objective 3.4 - Through the use of information technology, expand analytical capacity and improve stakeholder decision-making capabilities.*

*Action Items:*

- 3.4.1 In FY 2008, the State will identify and implement a set of automated reporting tools that provides accurate information from which multiple levels of decision makers can perform analysis.
- 3.4.2 By FY 2009, the State will utilize SCEIS as the foundation for standardizing common business processes in the areas of finance, procurement, human resources, payroll and budgeting across all state agencies and, when appropriate, for submission of such information to the Legislature.

*Objective 3.5 – Develop, recruit and modernize the State IT workforce to meet the needs and challenges of the 21<sup>st</sup> Century.*

*Action Items:*

- 3.5.1 In FY 2006, the State CIO and Office of Human Resources (OHR) will convene a workgroup of state agency executives, human resource directors, and representatives of the State's IT community to examine the structure of the information technology classifications and review state employment data such as the number of employees approaching retirement, turnover rates, programs that are growing or diminishing in importance, employee skill gaps, and areas that are being affected by technology change to formulate strategies for effective workforce succession planning. The workgroup will issue a report to the State CIO and OHR with recommendations, including any proposed new classifications or modifications to existing classifications.

- 3.5.2 In FY 2007, the State CIO will work with OHR to implement workgroup recommendations and other initiatives as appropriate.
- 3.5.3 In FY 2007, the above workgroup will prepare a plan for the recruitment of information technology employees from graduating college and university students and the private sector.
- 3.5.4 In FY 2008, the State CIO will coordinate the development of a robust technology training program focused on leadership, project management, systems management, applications development and other skills necessary to support new and future technologies.
- 3.5.5 In FY 2008, OHR will assess the need to modify State Personnel Policies to allow the leveraging of IT resources across agencies. If determined appropriate, policies will be formalized in FY 2008 with a goal for cross-agency resource sharing to increase in future years as IT processes are standardized and deployed across the State.

### ***Coordinate Information Technology Investments***

The State of South Carolina will optimize technology investments through improved coordination and standardization of processes for articulating the value of IT to stakeholders, and by providing the Legislature and other key leaders with a mechanism for identifying the State's best investment options.

Investment Coordination Objectives include to:

*Objective 4.1 - Obtain efficiencies through expanded use of common infrastructure and IT applications across South Carolina State government.*

#### ***Action Items:***

- 4.1.1 By FY 2006, the State IT Planning Office will initiate processes to continually identify opportunities for enterprise coordination and publish such information over the Web and by email to state agency CIO's to promote the reuse of new and existing technologies.

*Objective 4.2 - Increase the value of State IT investments.*

#### ***Action Items:***

- 4.2.1 During FY 2006, the State will continue to evaluate interstate and intra-governmental consortiums for conducting aggregate purchases of IT products and services, delivering maximum savings to state agencies.
- 4.2.2 During FY 2006, the Architecture Oversight Committee will evaluate the feasibility of including "open source" software in the enterprise architecture taking into consideration such issues as reliability, support, updates, security and cost effectiveness.
- 4.2.3 In FY 2007, the State will standardize on the South Carolina Project Management Methodology published and maintained by the State CIO.
- 4.2.4 In FY 2007, the State will begin utilizing portfolio management software to evaluate, classify and prioritize major IT initiatives across the enterprise, and to seek executive support for such initiatives.
- 4.2.5 In FY 2007, the State will utilize COTS (Commercial-off-the-Shelf) products to standardize enterprise business processes balancing such utilization with customized application development, where appropriate, to enable innovation in providing services to citizens and constituents.

### ***Secure the State's Information and Resources***

The State of South Carolina will ensure that information technology is operated and maintained in a secure, reliable and sustainable environment that is in compliance with South Carolina's statutes, policies and regulations. IT will be utilized to protect the State's physical and cyber assets.

Security Objectives include to:

*Objective 5.1 - Provide a secure statewide network for information exchange.*

*Action Items:*

- 5.1.1 By FY 2007, the Architecture Oversight Committee will adopt "best practice" authentication methodologies and technologies to provide secure access to State systems as appropriate by employees, business partners, and both business and individual citizens and constituents.

*Objective 5.2 - Ensure adequate preparations for the timely recovery of all State IT services in the event of a disaster.*

*Action Items:*

- 5.2.1 In FY 2007, the State will create an awareness program and a set of "best practices" for the development of Business Continuity Plans by State agencies.
- 5.2.2 Beginning in FY 2007, all enterprise applications will be required to have a Business Continuity Plan.
- 5.2.3 By FY 2008, the State will have begun to prove that critical disaster recovery elements are in place by testing the plan through simulations.

*Objective 5.3 – Support the technology needs and requirements of the State’s homeland security efforts.*

*Action Items:*

- 5.3.1 In FY 2006, state agencies will use technology to support the State’s homeland security committee to leverage grant opportunities, identify legislative requirements, coordinate system development, and direct efforts to ensure the safety of the State’s citizens and resources.